

Identification and Consolidation of Strategic Issues:

If we do not change our direction, we are likely to end up where we are headed. *Ancient Chinese Proverb*

Following a careful examination and synthesis of the data gathered during the various focus group sessions, a list of the high priority issues to be addressed in this plan was developed.

A strategic issue is best described as a challenge that an organization can do something about and that typically has more than one solution or strategy. It may be articulated as a problem or dilemma that must be overcome.

In analyzing the important interplay of strengths, limitations, opportunities and threats reported during the scan process, participants in the June 16th session were asked to build on strengths and opportunities that had been identified.

They also were requested to view the limitations identified as barriers to be overcome by investing in reassessment and change, by realigning resources if necessary, improving practice and/or undertaking necessary damage control where appropriate.

Given this overview, the group determined that the most critical issues, which demanded either a short term or long-term response from the organization, were the following:

- 1. There is a need for further development of the current Board of Directors in terms of its numbers, leadership capacity for the organization and effective use of Board meeting time.***
- 2. The Child and Family Services dimension of the agency may not be as integrated as possible within the organization.***
- 3. There continues to be dissatisfaction with the state of the headquartered premises at 33 Lindsay Street.***
- 4. The agency requires a defined and strategic approach for supporting a rapidly aging population of people with intellectual disabilities.***
- 5. A review of Day Support services including the Independent Living program within CLKL is viewed as necessary and timely.***
- 6. A number of important items from the 2002 Strategic Plan continue to need to be addressed. They include:***
 - 1. The ongoing review of the mix of services being provided to individuals in residential care should be continued.***

- II. *Building of additional community partnerships and improved public relations remains an urgent requirement.***
- III. *There are outstanding organizational capacity challenges in a several important areas.***